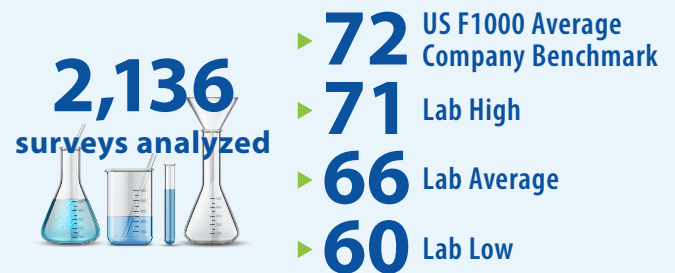


Innovation cultures and organization performance are shown to be positively correlated with claims that innovative companies have up to **10x** higher returns on innovation investments. The ETHOS project hypothesized that culture similarly impacts performance in Department of Energy labs. **2,136** survey responses were analyzed to quantify the culture of **six DOE National Laboratories** by measuring innovation culture and assessing the impact of "innovation drivers" against key performance metrics. Quantified cultures were correlated against normalized metrics.

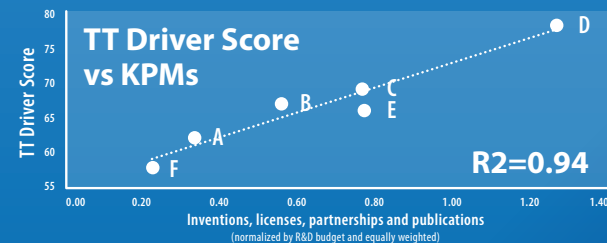
Conclusions:

- 1** The innovation cultures at DOE labs differ greatly and can be significantly improved based on tech-based company benchmarks.
- 2** Lab performance, in nearly all areas measured, correlate strongly with the health of a lab's innovation culture.
- 3** There are common addressable innovation culture challenges in the labs, that if addressed, could provide DOE and the public a significantly greater return on investment.

Innovation Culture Score Results



CORRELATIONS SHOW...



Analysis of: **1,226** comments



High scoring labs show leadership frequently promotes:

- Support for innovation ---
- Collaboration and learning ---
- Working with industry ---

Top factors that impact key metrics based on correlation data...

Inventions

- Leadership encouragement
- IP recognition skills
- Effective TT processes



Publications

- Encourage pushing boundaries and taking risks in research
- Encourage employees to be innovative



Commercial Outcomes

- Innovation skills
- Value propositions
- Knowing market needs
- Understanding how innovation contributes to mission



Partnerships

- Lab encouragement
- Knowing market needs



In the
full
report...

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Interviews from lab thought leaders analyzed

Comparisons by:

- Tenure
- Manager/researcher
- Innovativeness
- Gender

Insights on:

- Improving culture outcomes
- Talent acquisition
- Alignment and empowerment
- Value creation ... and more!